

MACHINE METHODS OF ACCOUNTING

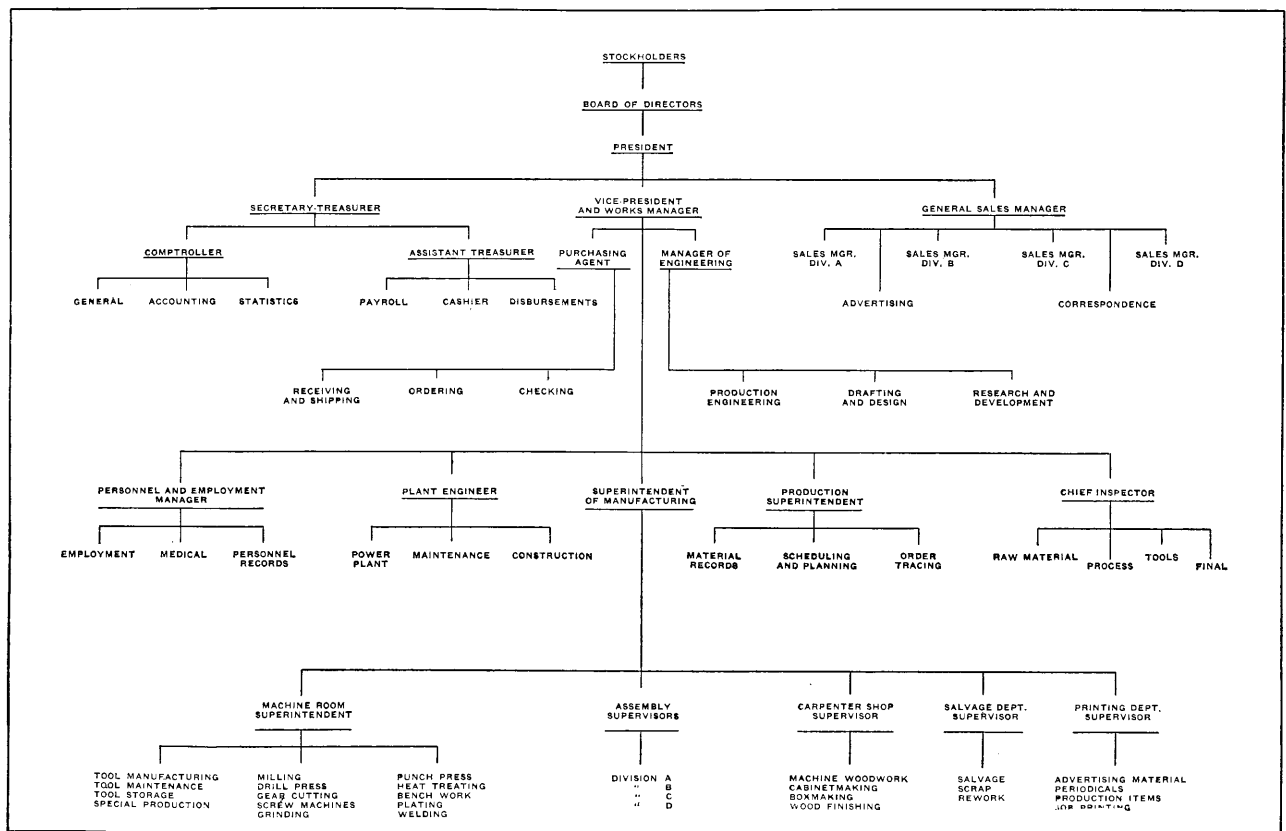
APPLICATION OF MACHINES TO ACCOUNTING FUNCTIONS

THE nature of business is characteristically complex. The growth in volume of transactions and size of organizations through merger and expansion were accompanied by an increased number of managerial problems and responsibilities. This growth of business necessitated the division of management control among several executives so that proper attention might be accorded to each of the many operating problems which arose. Specialization made its appearance—a specialization based upon functions. Each executive was called upon to serve in a particular field, such as Selling, Manufacturing, Engineering, Purchasing, or the like.

Accounting record-keeping followed similar lines of division as a matter of course. The establishment of numerous auxiliary accounting records in addition to the summary en-

tries of general accounting proved to be necessary. These records were essential to furnish the summarized figure-facts that would satisfy the requirements of each functional executive for scientific or "planned" business management.

The nature of these various accounting subdivisions, together with a brief description of the International Electric Bookkeeping and Accounting Machine Method of obtaining the desired results is presented in this booklet. A full explanation of the details of the application of International machines to each specific problem is impossible because of limitations of space. The illustrations and text are included in this book only to indicate a part of the scope of the uses to which these machines have been adapted.



INDUSTRIAL ORGANIZATION CHART

An illustration of the division of authority and responsibility in a typical manufacturing business.

Material Accounting

Accounting for materials is acknowledged today to be no less important than the final accounting for the balance sheet and profit and loss statement. The prevalence of standard costs, including material, labor, and expense, is sufficient evidence that control of these principal elements of expenditure is essential to profitable operation. Adequate control requires that material records be kept in detail, showing the specific material used, the particular job or product charged, and the cost. If standard costs are used the variance should be available by item as an aid to future planning. In addition to these operating records, material accounting should provide accurate statements of the capital invested in materials. These requirements call for precision in the compiling of a voluminous amount of detail. The Electric Accounting Method accomplishes this very effectively.

Materials are issued by storekeepers only upon presentation of a formal requisition, properly filled out and authorized. These requisitions may be tabulating cards, showing the information in both written and punched form. The information includes unit price, extended amount, and job or account charged. Parts requisitions may contain labor and expense amounts also, thus furnishing complete order costs for processed parts. The written cards, signed by the storekeeper, are forwarded to the records department.

The written information is punched in the requisition cards. No computation of extensions is required since these can be both computed and punched automatically. Daily or periodically, the requisition cards are tabulated with the inventory and receipts cards to obtain a re-

MATERIAL BALANCE												MATERIAL RECEIVED											
MATERIAL REQUISITION												SERIAL NO 49033											
DATE	VENDOR		DATE	DEPT CHARGED		PART NO						INVT	QUANT	AMOUNT									
MO.	DA		MO.	DA		ORDER NO	ACCT	PREL	NUMBER	SUFFIX	INVT	GRP	QUANT	UNIT									
00	00	0000	00	00	0000	54361	214																
11	11	1111	6	14	21-40																		
22	22	2222	2	22	2222	4-62141-A312							2	22	2222222222	22	22	222222	22	22	222222		
33	33	3333	1	11	1111	DELIVER FOLLOWING MATERIAL							1	11	1111111111	11	11	111111	11	11	111111		
44	44	4444	2	22	2222	BRACKETS							2	22	2222222222	22	22	222222	22	22	222222		
55	55	5555	3	33	3333	INVT GROUP QUANTITY							3	33	3333333333	33	33	333333	33	33	333333		
66	66	6666	4	44	4444	12-20 210							4	44	4444444444	44	44	444444	44	44	444444		
77	77	7777	5	55	5555	PRICE AMOUNT							5	55	5555555555	55	55	555555	55	55	555555		
88	88	8888	6	66	6666	.06 12.60							6	66	6666666666	66	66	666666	66	66	666666		
99	99	9999	7	77	7777	ORDERED BY							7	77	7777777777	77	77	777777	77	77	777777		
1	2	3	4	5	6	7	SIZE LENGTH WEIGHT DATE WANTED							8	88	8888888888	88	88	888888	88	88	888888	
							#6 - - - 6/14						9	99	9999999999	99	99	999999	99	99	999999		
							DELIVERED BY						0	00	0000000000	00	00	000000	00	00	000000		
							L.A. Perkins						1	11	1111111111	11	11	111111	11	11	111111		
							RECEIVED BY						2	22	2222222222	22	22	222222	22	22	222222		
							John Drury						3	33	3333333333	33	33	333333	33	33	333333		
							C.A.B.						4	44	4444444444	44	44	444444	44	44	444444		
							CHECKED BY						5	55	5555555555	55	55	555555	55	55	555555		
													6	66	6666666666	66	66	666666	66	66	666666		
													7	77	7777777777	77	77	777777	77	77	777777		
													8	88	8888888888	88	88	888888	88	88	888888		
													9	99	9999999999	99	99	999999	99	99	999999		

A tabulating card is punched for each item of material in stores—raw materials, semi-finished parts, and supplies. The cards which show a complete description of the item, its cost, and the quantity in stock, are placed in an inventory file. Other tabulating cards are punched for subsequent receipts of material, showing item identification, quantity, and amount. These too are placed in the inventory file by item number.

port of the stock position. All deductions and additions are computed automatically by the machine and new balances are printed. Summary cards, punched during the tabulation, represent the new balances of each item in stock, and these constitute the materials inventory file for the opening of the ensuing period. This file supplants the materials ledger—usually posted manually—since the card file is itself a complete record of the status of materials.

After the preparation of new balance cards, the direct materials requisition cards are available for sorting and tabulating for the work-in-process accounts.

In many organizations, indirect material is budgeted and actual amounts are measured against budgeted amounts periodically, sometimes even daily.

The indirect materials requisition cards are

sorted by department and account and tabulated with budget master cards to prepare the budget report, showing actual and budgeted amounts, and the variances from budget. Summary cards, produced during this tabulation, are used to make journal entries for expense materials. The detail cards are then released to prepare various distribution analyses, and are finally filed for future use in preparing statistical reports.

MATERIAL RECORD									
PLANT NO. <u>3</u>				MONTH OF <u>July</u> 19 <u>3</u>					
MATERIAL		MAXIMA	MINIMA	RECEIPTS	DISBURSEMENTS	QUANTITY BALANCE		AMOUNT BALANCE	
CLASS	ITEM								
20	101	4000	2000	250	1280	2340	247	16	
20	102	800	500	127	342	702	74	25	
20	103	1000	600		841	257	104	19	
20	104	200	50	55	129	243	126	37	
24	201	6000	2200	476	3152	3105	491	08	
24	203	4500	2000	1507	1680	2219	304	16	
24	206	250	85		128	131	81	65	
24	208	1250	500	250		550	139	76	

VALUE REPORT			
MATERIALS REQUISITIONED			
MONTH OF <u>July</u>			
NAME OF MATERIAL	CODE NO.	Value of Material Requisitioned LAST Month	Value of Material Requisitioned THIS Month
BARE COPPER WIRE NO 4	626	427580	436740
INSULATED COPPER WIRE NO 4	627	79045	86379
BARE COPPER WIRE NO 6	636	649811	753078

EXPENSE MATERIAL DISTRIBUTION							
PLANT NO. <u>4</u>				PERIOD ENDING <u>June 30</u> 19 <u>3</u>			
DEPT	ACCOUNT	BUDGET AMOUNT	ACTUAL AMOUNT	VARIANCE		DEPARTMENTAL TOTAL ACTUAL	
				OVER	UNDER		
10	120	405050	384725		20325		
10	121	121000	121530	530			
10	123	214060	210363		3697		
10	126	95000	95000				
10	134	3500	5120	1620			
							816738
12	120	45000	45526	526			
12	123	32000	32000				
12	124	125000	105147		19853		

DISTRIBUTION OF PRODUCTIVE MATERIAL							
DATE <u>May 31</u>							
Order Number	MATERIAL		Actual Amount	Standard Amount	VARIANCE		
	Number	Name			Over	Under	
3120	832	BRASS PLATE	41650	40000	1650		
3120	1044	BRASS TUBING	1946	2000			54
3120	1120	6X9 INSULATING PANEL	1071	1250			179
3120	1141	COILS	2247	3000			753
			46914*	46250*			
8450	402	RHEOSTAT	65000	65000			
8450	730	BOLTS AND NUTS	21000	21000			
8450	955	SP. DT SWITCH	5000	6000			1000

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Payroll and Labor Accounting

Accurate production costs are essential for proper control of manufacturing. Payroll and labor distribution records must, therefore, meet the requirements of cost accounting as well as those of general accounting. The allocation of labor costs to the particular cost unit—order, part and operation, process—involves more detailed information than is required for general accounting. The two records must agree. If standard costs are used, the variance is often computed for each unit as well as carried in total for the general ledger. The Electric Accounting Method fulfills these requirements with speed, accuracy, and economy, and accommodates itself readily to any of the accepted cost accounting systems.

atically under the Electric Accounting Method.

If the time cards are job tickets, these are listed daily, controlling on employee number, to prepare a labor summary. Simultaneously, a summary card is punched for each employee, showing total hours and amount. These are used to tabulate the payroll. The direct job tickets are placed in the work-in-process file by cost unit; the indirect tickets are filed by account number.

If the time cards are daily time reports, these contain the total hours and amount in punched form. One distribution card is punched for every job on the time report, showing complete

MAN NO.		ORDER OR ACCT.		JOB TICKET															
MAN NAME		DATE	MAN	ORDER	PART	DEPT.	MACH.	PIECES	HRS.	RATE	AMT.	DESCRIPTION OF WORK							
		NO.	NO.	OR	NO.	CHG.	NO.	NO.	X	=		DEPT.	MACH.	OPER.	PIECES	HRS.	RATE	AMT.	
16-53		9625																	
J. K. Dale																			
DATE		CLOCK NO.		EMPLOYEE NAME															
		21-423		Henry A. Bronson															
ELAPSED TIME	RATE	EXTENSION	QUANTITY	CUSTOMER	PART NUMBER	MFG. ORDER NO.	OPERATION NAME	OVERTIME		STOP									
								IN	OUT	OUT	IN								
9 4.0	2.5	.48	140	425	8-215	4123	4 Cutting					403							

The employee's time card is usually a dual tabulating card—that is, both written and punched. This card may be either a job ticket, covering a single job; or a daily time report, recording all jobs worked upon during the day. It shows the date, identification of the job and the employee, starting and stopping time, rate, elapsed time, and amount earned.

After being filled out by the employee, the time card contains in written form the identification information, starting and stopping clock registrations, and pieces produced. At the end of the day the elapsed time is computed from the clock registrations and checked with that shown on the attendance record. The cards are rated, extended, and punched. The computing and punching of extensions are performed auto-

atically. The time report cards are used to tabulate the payroll; the direct distribution cards are placed in the work-in-process file, and the indirect cards in the expense labor distribution file.

Cards are punched for each payroll deduction—such as insurance, savings, purchases, advances—and are filed to be included in the payroll tabulations. A permanent file of master cards is also maintained, which show employee's name, department, and clock number. At the end of each payroll period, the master, payroll, and deductions cards are machine-sorted together by department and employee number, and tabulated on the payroll sheet (shown on the following page). Deductions are made automatically, and names as well as numbers may be printed.

During the printing of the payroll, summary cards may be punched automatically showing the earnings for each employee; these cards may also serve as the payroll checks themselves. The summary cards may be tabulated for current wage statistics and, at the end of the year, for income tax reports. The check application is described more fully on a later page.

At the end of the accounting period, the cards which have accumulated in the distribution file are tabulated to obtain the distribution of direct and indirect labor costs from which journals are prepared charging and crediting the

particular direct and indirect labor accounts affected.

If an order cost system is in effect, orders are closed and costed immediately upon their completion. Direct labor cards are tabulated (with materials cards) to secure the direct cost. Burden rates are then applied to obtain total costs.

Supplementary reports also, such as payroll analyses, efficiency reports, wage incentive reports, and wage studies of various types, may be prepared from the payroll and distribution cards.

PAYROLL									
PERIOD ENDING <u>July 31</u> 19 <u>3</u>									
NAME	CLOCK NO.	CLOCK NO.	HOURS	GROSS PAY		DEDUCTIONS		NET PAY	
Paul Goldsmith	130	130	4 00	2 400		25		2 375	
Marvin London	132	132	4 32	2 658		25		2 633	
William Mero	133	133	5 05	3 030		5 25		2 505	
2 855									
2 670									
2 225									
1 210									
2 100									
2 080									

STANDARD—ACTUAL LABOR COST									
PLANT <u>17</u>					PROGRESS OF OPEN ORDERS TO <u>Oct 1</u>				
ORDER No.	PIECES ORDERED	PIECES DELIVERED	ACTUAL AMOUNT		STANDARD AMOUNT		ABOVE STANDARD		
11475	100	75	5 450		4 875		5 75		
11486	150	97	1 777 2		1 937 6				
11494	20	18	906		270		6 36		

DIRECT LABOR DISTRIBUTION AND UNIT PARTS COST									
PERIOD ENDING <u>July 31</u> 19 <u>3</u>									
PART	OPERATION	PIECES	HOURS		AMOUNT		AVERAGE UNIT COST	AVERAGE UNIT TIME	
3842	6062	4200	2 189		9280				
3842	6063	4200	1 436		8575				

PAYROLL REGISTER									
PERIOD ENDING <u>July 9</u> 19 <u>35</u>									
PLANT <u>Clearwater</u>									
NAME	CLOCK NO.	HOURS	GROSS EARNINGS	DEDUCTIONS				NET PAY	
				INSURANCE	SAVINGS	TOOLS	MISC.		
THOMAS REDWOOD	110	480	6850	110	500		60	6180	
JOSEPH IRVINGTON	115	480	4475	140	50	90		4195	
FREDERICK MARTIN	116	440	5000	100			350	4550	
NORMAN MOREHOUSE	120	525	7650	220	400	135	37	6858	
ALFRED WESSELDORF	124	600	4500		100			4400	
RALPH MILLINGTON	125	480	4250	180		75		3995	
HARLAND DONALDSON	130	480	5400	110	200		185	4905	
WILLIAM BRANTINGTON	139	420	3625	160	125			3340	
RONALD GREENLIEF	140	120	1800	110			266	1424	
MALCOLM SPRECKER	141	480	4250	180		75		3995	

Accounts Payable

The nature of the particular accounts-payable system of an organization exercises important effects, both internal and external. It should provide prompt payment of creditors, the securing of all profitable discounts, and an accurate statement of the total liabilities of the business. Expense distribution, compiled from the same sources, must be completed early for the monthly closing. These records involve a large amount of detail with a peak load at the end of the month if the method is one of individual posting and balancing. Under the Electric Accounting Method no posting is required, with the exception of transcribing the source data into punched-hole form. Balances are obtained automatically by the action of the machine. Month-end peak loads are eliminated.

separate sheet for each vendor. Credit amounts, punched in credit cards, are deducted automatically by the machine, and the net total is printed on the remittance statement. A check is drawn for the net amount and mailed with the remittance statement to the creditor.

The remittance statement may be a separate form distinct from the check; or it may be combined with the check, separable from it by a line of perforations. The check itself may be a tabulating card. The advantages of such a check are described on a later page.

At the time of punching an accounts-payable card from each invoice, a second type of card is punched, one card for each distribution ac-

ACCOUNTS PAYABLE																					
INVOICE DATE			VENDOR'S INVOICE NO.	APRON NO.	VENDOR NO.	DEPT.	DUE DATE		TERMS	GROSS AMOUNT	DISCOUNT	NET AMOUNT	TRANSPOR-TATION	TOTAL COST	TOTAL RETAIL	% MARK UP	POSTED		PAID	TRANS.	
MO.	DAY	YR.					MO.	DAY									MO.	DAY			
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80
LICENSED FOR USE UNDER PATENT 1,772,492

A tabulating card is punched from each invoice. The cards are first listed by invoice number to prepare the invoice register. A tabulation is then made by due dates, the totals are posted to a control, and the cards are placed in an unpaid file by due date. A few days before each due date the cards for the day in question are removed and tabulated for a total which is checked to the control. The tabulated commitment statement is forwarded to the treasurer as advance notification of cash requirements on each due date.

The cards for invoices due are sorted by vendor, placed in the Electric Accounting Machine, and listed on remittance statements, a

count appearing on the invoice. The two sets of cards are tabulated together for a balance. This automatic check, established at the outset, with the subsequent balancing of all reports to a control, eliminates manual checking and guarantees the agreement of account distribution with actual liabilities incurred during the month.

The distribution cards are filed until the end of the month when they are electrically sorted and tabulated by account number to prepare the account distribution statements.

Purchase distribution reports also may be tabulated, showing purchases analyzed by ac-

count numbers, commodities, and vendors. Any special or subsidiary reports are easily prepared by selecting and resorting the proper cards.

voices. Therefore, with a small increase in card punching, the balance of general ledger entries, originating outside of invoices, may also be recorded in punched card form, with the result that the general ledger itself, in addition to the preliminary records, is automatically prepared.

Most general ledger charges consist of in-

DISTRIBUTION BY ACCOUNTS							
MONTH OF <u>July</u> 19 <u>3</u>							
ACCOUNT	SUB ACCOUNT	DEBIT AMOUNT	CREDIT AMOUNT	ACCOUNT TOTAL			
				DEBIT		CREDIT	
1 106	01	2527					
1 106	05		4800				
1 106	06	2000					
1 106	15	795				522	
1 107	01		2150				
1 107	02	4585					
1 107	04	2580					
						5015	

GENERAL LEDGER							
ACCOUNT No. 261				NAME Maintenance			
MONTH	ACCOUNT NUMBER	VOUCHER NUMBER	KIND	AMOUNT DEBIT	AMOUNT CREDIT	BALANCE	
12	261	1201	3	562842			
12	261	1250	1	84162			
12	261	1254	1	50067			
12	261	1258	2		7438		
12	261	1265	1	34727			

INVOICE REGISTER							
ENTRY DATE <u>January 26</u>							
INVOICE NO.	VENDOR	VENDOR NO.	INVOICE DATE	GROSS	DISCOUNT	NET	
1001	A J HENDERSON AND SONS	1261	1 15	17500	1750	15750	
1002	MARSHALL AND SMITH CO	1329	1 16	25700	2570	23130	
1003	SMITH THOMAS AND CO	1534	1 10	19325	1932	17393	
1004	HARRY WORTH SONS	1712	1 11	1050	105	945	
1005	HAHNE JACKSON AND KURZ CO	1250	1 15	21950	2195	19755	
1006	U S MAN CO	1321	1 15	15200	1520	13680	
1007	HERMAN AILES AND CO	1025	12 15	17600	850	16750	
1008	WHITMAN SMITH AND CO	1542	1 16	10000	750	9250	
1009	CHARLES T GOOD CO	1202	1 19	5000	500	4500	
1010	JAMES GORDON AND DAVIS CO	1276	1 13	7500	750	6750	

Electric Accounting Checks

Electric accounting checks serve a double purpose—they are used both as checks and as tabulating cards. As checks they contain in written form all the elements legally necessary to establish them as authentic media of payment—preprinted name of bank and check number; the date, payee, amount, and authorizing signature. As tabulating cards they are used to prepare, by the Electric Accounting Method, the various records connected with check payment. The presence of the information in both written and punched form is an added protection to the check. The use of the cards to prepare accounting and statistical reports insures speed and accuracy in the preparation of these records.

The punched date and amount are printed automatically on the check, the amount preceded by asterisks for protection. Any explanatory data which are desired may also be printed on the check—for example, gross amount, deductions, discount.

The punched and printed checks are balanced to controls and machine-listed by check number to prepare the check register. They are then signed and mailed. When the canceled checks are returned by the bank they (or their duplicates) are tabulated for totals and balanced with the bank charges.

The cards are next used to obtain the bank

CHECK NUMBER 13261	REPRESENTATIVE COMPANY <small>NEW YORK NEW YORK</small>	DATE JUL 11 193									
PAY	* * * * 65 DOLLARS 34 CENTS	IBM 12345 0 1 2 3 4 5 6 7 8									
TO THE ORDER OF	Robert D Morrison	PAYROLL ACCOUNT <i>John J Jackson</i> <i>A. Sorenson</i>									
TO	STANDARD NATIONAL BANK 19-749 OF THE CITY OF NEW YORK 1-NY	<table border="1"> <thead> <tr> <th>CHECK NUMBER</th> <th>MAN NUMBER</th> <th>AMOUNT</th> </tr> </thead> <tbody> <tr> <td>999999</td> <td>999999</td> <td>999999</td> </tr> <tr> <td>164</td> <td>170</td> <td>175</td> </tr> </tbody> </table>	CHECK NUMBER	MAN NUMBER	AMOUNT	999999	999999	999999	164	170	175
CHECK NUMBER	MAN NUMBER	AMOUNT									
999999	999999	999999									
164	170	175									

LICENSED FOR USE UNDER PATENT 1,772,482

The preprinted check number is prepunched in the card if desired. If the source records from which the check is prepared are tabulated records, the check is punched automatically during the process of tabulating. In this way it becomes a by-product, secured at a minimum cost in time and money.

A single check card may serve all purposes—for payment and for the preparation of accounting and statistical records. A duplicate check may be used, in which case the duplicate is either punched simultaneously with the original or prepared automatically from it. The duplicate is used to prepare accounting and statistical records, and the original becomes the medium of payment.

reconciliation. If the single-check method is used the checks are listed by check number, with an automatic indication of missing numbers. This list is used to check off the returned checks on the original check register. The unchecked items represent the outstanding checks.

If the duplicate-check method is used the returned checks are combined with all the duplicates in the file, sorted to check number and listed. The actuation of the Electric Accounting Machine causes the amounts from the original and duplicate cards to be printed on a single line, in offset columns, with a total for each column. The difference between these totals

is the amount of checks outstanding. The identity of the individual outstanding checks is apparent at a glance, from the absence of an amount in the column containing the amounts of original checks.

The duplicate check cards (or the originals, under the single-check method) are finally tabulated to prepare any desired analyses of dis-

bursements—for example, by account, payee, class of payee, bank.

Electric accounting checks are particularly advantageous in connection with accounts-payable, payroll, and dividend-disbursement systems, due to the number of allied records which can be prepared from them. Their use is not confined to these records, however, but is effective for any straight check procedure.

PAYROLL AND PAY CHECK REGISTER											
DEPT. <u>16</u>			PERIOD ENDING <u>March 15</u>								
NAME	CLOCK NO.	CLOCK NO.	GROSS PAY		DEDUCTIONS		NET PAY		CHECK AMOUNT	CLOCK NO.	CHECK NO.
Haslett, T.	1301	1301	2340		178		2162		2162	1301	26731
Warwick, H. T.	1302	1302	2486		220		2266		2266	1302	26732
Reeves, P.	1303	1303	2630		100		2530		2530	1303	26735
Sanderson, E.	1304	1304	2245		50		2195		2195	1304	26734
Smith, W.	1305	1305	2350		140		2210		2210	1305	26735

BANK RECONCILIATION									
DATE _____ 193__									
CHECK No.	DATE		DUPLICATES				ORIGINALS		
1251	6	21	1978				1978		
1252	6	21	2189						
1253	6	21	2935				2935		
1254	6	21	3500				3500		
1255	6	21	2163						
1288	6	21	2678				2678		
1289	6	21	4300				4300		
1290	6	21	3286						
1291	6	21	1642				1642		
			970145 *				813952 *		
			<u>813952</u>						
Checks Outstanding			<u>156193</u>						

Finished Stock Control

The chief problem in securing an effectual control of finished stock is that of coordinating the contributing data. These include continuous records of all activities which affect the status of finished stock, either directly or indirectly. All these facts should be assembled into a single report, in detail by stock number or item classification. The report should be available as frequently as is useful to the management, and when completed should be up-to-date. These requirements have been difficult to meet, which accounts for the fact that scientific control of finished stock has rarely been achieved to its fullest extent. Recent developments in the Elec-

placed in the stock file by item identification number.

In addition to the individual transaction cards, the stock file contains balance cards showing the balance forward in each of the "status" fields.

The cards in the current file are tabulated at predetermined intervals to prepare the "position" report, so called because it shows the complete position regarding finished stock, both actual and developing.

The alignment of the punching of quantities causes all transaction cards to be registered

NEMA CODE		STANDARD COST NO.	TOTAL STANDARD COST	CLASS OF GOODS	FACTORY PRODUCTION ORDER NO.	MIN/NA		INVENTORY	MIN/NA	INVENTORY	CUSTOMER ORDER NUMBER	DATE	SHIPMENTS	UNSHIPPED ORDERS	STOCK ON HAND	DUE FROM FACTORY
000		0000	0000	00	00	00	00	0000	0000	0000	0000	00	0000	0000	0000	0000
111	1.111	1111	1111	11	1111	1111	1111	1111	1111	1111	1111	11	1111	1111	1111	1111
222	2.222	2222	2222	22	2222	2222	2222	2222	2222	2222	2222	22	2222	2222	2222	2222
333	3.333	3333	3333	33	3333	3333	3333	3333	3333	3333	3333	33	3333	3333	3333	3333
444	4.444	4444	4444	44	4444	4444	4444	4444	4444	4444	4444	44	4444	4444	4444	4444
555	5.555	5555	5555	55	5555	5555	5555	5555	5555	5555	5555	55	5555	5555	5555	5555
666	6.666	6666	6666	66	6666	6666	6666	6666	6666	6666	6666	66	6666	6666	6666	6666
777	7.777	7777	7777	77	7777	7777	7777	7777	7777	7777	7777	77	7777	7777	7777	7777
888	8.888	8888	8888	88	8888	8888	8888	8888	8888	8888	8888	88	8888	8888	8888	8888
999	9.999	9999	9999	99	9999	9999	9999	9999	9999	9999	9999	99	9999	9999	9999	9999

tric Accounting Method make such control entirely practicable.

A tabulating card is punched for each single transaction originating from every source which affects the stock position—namely, customers' orders, production or purchase orders, production finished or purchases received, shipments, and all types of adjustments, such as transfers, canceled orders, waste, shrinkage, customers' returns. The card form is designed to contain complete identification of the item and the transaction, and also separate quantity fields for stock on hand, unfilled orders, due from factory or vendor, and sales. Each transaction is recorded in the proper quantity field, the other fields remaining unpunched. The cards are proved and balanced to controls daily, and

only in those counters of the machine whose quantities they properly affect. Deductions are performed automatically by the machine, and a net total is printed for each item. During the process of tabulation, a summary card is punched for each item, showing the new net balances. If desired, sales to date may be accumulated in the same manner and printed in a separate field on the report.

The frequency of reports is governed entirely by the requirements of the particular company. The method accommodates itself equally well to a daily, weekly, or monthly schedule.

The position report may include only active items, and may be prepared daily. Since normally only a portion of the entire line moves

daily, the report is brief and yet brings to the attention of the executive all items which potentially require action. Such daily reports may be supplemented quarterly by a tabulation showing the entire line. Tabulations also may be made of the inactive items.

With each punching of balance cards, the detail cards are released from the current file. From them numerous valuable subsidiary reports may be prepared in connection with production costs, sales analysis, accounts receivable, branch inventories, and special studies.

DAILY SUMMARY OF ORDERS, PRODUCTION, AND SHIPMENTS								
DAILY INVENTORY OF UNFILLED ORDERS AND STOCK AVAILABLE								
DATE <u>June 30</u>								
GRADE			CLASS SIZE	ORDERS RECEIVED	PRODUCTION	SHIPMENTS	PRESENT POSITION	
Type	Mdse.	Tread					ORDERS	STOCK
1	1101	01	30350	2500	800	3500	9000	5300
1	1104	01	32400	3000		2000	11500	4000
1	1106	01	30300		125	600	3000	4525

STOCK REPORT					
WEEK ENDING <u>July 7</u> 193					
CATALOG NO	SALES		UNFILLED ORDERS	STOCK ON HAND	DUE FROM FACTORY
	YEAR TO DATE	MONTH TO DATE			
93	4950			21855	
103	1750	1500		4160	20
104	56600	6250	11880	210106	
105	6500	500	1000	27565	

STOCK RECORDS							
DATE <u>June 30</u> 193							
CLASS	STOCK NO	COMMODITY	RECEIPTS	DISBURSEMENTS	BALANCE ON HAND	PRODUCTION OR PURCHASE ORDER	ASSIGNMENTS
61	109	NO 7 WOOD SCREWS	161299	66900	99300	200000	5200
61	101	NO 8 WOOD SCREWS			32000		
61	206	NO 4 MACH SCREWS	113120	113120			
61	303	SPEC BRASS SCREWS	108945		108945	100000	100000

Physical Inventory

The chief purpose of a physical inventory is to evaluate stock on hand in order to adjust this asset in the general ledger and in the detail stock records. A second purpose, scarcely less important, is to analyze stock into various significant classifications. The profitable disposition of present stock and the planning of future activity are greatly simplified by the use of such analyses. The usual results are a reduced inventory investment and an increased stock turnover. By the Electric Accounting Method the inventory-taking is accomplished in a minimum length of time—an important point, since most organizations find it necessary to suspend production operations during this period. The accounting information is available shortly after the inventory has been taken—often the following day. Various statistical reports, which under a manual method would require so much time as to be prohibitive, are completed in a few days.

The cards are issued to the inventory-takers by serial number, and each one must be accounted for when the listing is completed and the cards have been turned in to the accounting department.

The quantity of each item in stock is counted and written on the proper card, each count usually being checked by a second counter. The cards are finally detached from their stubs and the stub is affixed to the article or bin as a visual indication that the item has been inventoried. The serial number on the stub serves to identify the latter with its tabulating card in the event that a re-count of particular items is desired.

The tabulating cards are sorted by serial number and machine-listed to detect any missing cards. After all cards have been accounted for it remains only for the quantity, or quantity and extension, to be punched.

R 1076
NO. 1491

PART NO
210757-A

TAKEN

PATENTED UNDER U.S. PATENT 1,717,482

INVENTORY TAG
DO NOT FOLD TEAR OR DESTROY

PLANT 8	DEPT 12	CLASS 3	WEIGHT	TAG NO 0000	PLANT 0000	DEPT 0000	CLASS 0000	NUMBER 0000	SUF 0000	QUANTITY 0000	MATERIAL 0000	UNIT PRICE 0000	MATERIAL 0000	AMOUNT 0000	
PART NO. 210757-A SIZE B6-1XA				DESCRIPTION <i>Spark Plug</i>											
QUANTITY 1200				PRICE 40				AMOUNT 480.00							
HAND COUNT <input type="checkbox"/>				SCALE COUNT <input checked="" type="checkbox"/>											
SECTION 16		BIN NO 71		BLDG. NO 5		FLOOR NO 2									
COUNTED BY <i>M. Moer.</i>				ENTERED BY <i>Grant</i>											
PRICED BY <i>Wessel</i>				STUB CHECKED BY <i>C.B.</i>											
ALL TAGS MUST BE ACCOUNTED FOR															

A dual stub tabulating card is used to record the inventory count, one card for each item of stock. The cards are serially numbered on the card itself and on the detachable stub. The serial number is prepunched at the card factory. The card form provides for information, in both written and punched form, covering a description of the item in all detail, its quantity, unit price, and total price.

The identifying information and unit price are written and punched previous to the inventory-taking in order to reduce the time required later for listing the inventory and punching the cards.

By means of the punched card procedure known as "progressive digitizing" the extension of individual items may be omitted altogether if only total values by departments are required. From the punched quantity and unit price the Electric Accounting Machine accumulates the total values. Through the use of the digitizing method total values for labor and material, cost and market, or other combinations of costing and pricing may be secured simultaneously.

If extensions are required for each card, these are computed and punched automatically from the quantity and unit price already punched in the cards.

The cards are tabulated to obtain the required accounting totals, either by departments or in total. Following this a listing is made by stock number, which serves as a support for the accounting totals and as a cross reference with the previous listing by tag number.

Any special inventory analyses which are desired may be provided for by including the proper punching when the cards are originally prepared, and are easily obtained by electric sorting and tabulating after the accounting work has been completed.

INVENTORY REPORT (EXTENDED CARDS)				
PLANT <u>Pittsburgh</u>			DATE <u>Dec. 31</u> 193 <u> </u>	
PART NO.	DESCRIPTION	UNIT	QUANTITY	AMOUNT
40304	CABLE IGN WIRE BRAIDED LARGE	FT	110	3300
40305	CABLE IGN WIRE BRAIDED SMALL	FT	173	3460
40306	STANDARD IGNITION WIRE	FT	200	1600
40317	WIRE MANIFOLD CLAMP TUBE	EA	60	4800
40318	SPARK PLUG GROUND ASSEMBLY	EA	31	4650

INVENTORY DETAIL (EXTENDED CARDS)							
PLANT <u>New York</u>				DATE <u>September</u> 193 <u> </u>			
DEPT. LOCATION	TAG NUMBER	MATERIAL CLASS	PART NUMBER	LAST OPERATION	QUANTITY	UNIT COST	AMOUNT
40	16	2047	22	12500	136	450	1125 50625
40	16	2139	22	12501	210	200	750 15000
40	16	1648	22	12502	125	190	1050 19950
40	16	2102	22	12503	193	350	1050 36750
40	16	1862	22	12504	168	210	975 20475

INVENTORY DETAIL (DIGITING CARDS)							
PLANT <u>Pittsburgh</u>				DATE <u>December</u> 193 <u> </u>			
DEPT. OR LOCATION	TAG NO.	PART NO.	LAST OPER.	QUANTITY	UNIT LABOR COST	UNIT MATERIAL COST	
24	6548	15680	205	125	143	650	
24	6549	15682	208	50	1853	300	
24	6550	15686	209	60	1236	3210	
24	6551	15687	209	200	760	204	
24	6552	15690	211	1500	400	1365	
24	6553	15693	211	5	4297	2053	
24	6554	15695	214	50	1143	250	
24	6555	15696	215	25	1266	735	
24	6557	15697	215	200	625	3204	
24	6558	15700	218	1200	400	1032	
24	6559	15706	222	50	341	209	
24	6561	15707	222	100	329	214	
24	6562	15709	222	1670	1005	864	
24	6566	15712	224	543	882	675	
24	6567	15713	224	1000	435	411	
24	6569	15715	225	657	211	198	
24	6570	15717	226	1400	438	335	
24	6572	15719	230	527	788	677	
24	6580	15800	231	1200	1000	890	

The variety of analyses which can be prepared for the use of management is practically unlimited. The answers may be readily found for such basic questions as—"What was sold?", "Who sold it?", "Where was it sold?", "Who bought it?", "What was the profit?" Other valuable facts concerning distribution such as the relative profitableness of products, salesmen, branches, channels of distribution, classes of industry, and advertising media may be intermittently prepared. These valuable analyses

are compiled by the International Electric Book-keeping and Accounting Machine Method with practically no additional cost and no disruption of the regular accounting routine.

A few representative reports appear below which show some of the typical analyses of sales which may be prepared. Many others may be designed to incorporate the essential figure-facts required for each specialized type of business.

STATEMENT OF SALES AND EXPENSES BY SALESMEN					
MONTH OF <u>July</u> 193 <u> </u>					
BRANCH	SALESMAN	THIS MONTH		YEAR TO DATE	
		SALES	EXPENSE	SALES	EXPENSE
21	220	3 025 00	6 42 00	1 782 100	3 021 00

COST OF SALES						
MONTH OF <u>July</u> 193 <u> </u>						
BRANCH	PRODUCT		QUANTITY	SALES AMOUNT	COST AMOUNT	GROSS PROFIT AMOUNT
	CLASS	NUMBER				
21	10	601	178	3 56 00	2 13 60	1 42 40

SALES AND EXPENSES BY CLASS OF CUSTOMER						
MONTH OF <u>July</u> 193 <u> </u>						
CLASS OF CUSTOMER	NUMBER	THIS MONTH		YEAR TO DATE		EXPENSE
		SALES	EXPENSE	SALES	EXPENSE	
Automotive	1	1	6 435 00	485 00	3 168 00	6 185 00
Electrical						722 400
Hardware						386 300
Radio						74 000
Miscellaneous						217 800

COMMISSION STATEMENT					
NAME <u>Anderson</u> MONTH OF <u>July</u> 193 <u> </u>					
BRANCH	SALESMAN	INVOICE NUMBER	SALES	RETURNS	
32	315	4236	125 00		
32	315	4438	340 85		
32	315	9042			27 65

No cards are withdrawn during the month. Each month's statement is complete in itself, showing the old balance, every debit and credit item of the current month, and a new balance.

Under some conditions the tabulating card may serve as the invoice itself. In this case the card contains its information in both written and punched form. After the cards have been used to tabulate the statements, those applying to each statement are attached thereto, as a support, and sent to the customer.

Following the mailing of statements, an aged trial balance is tabulated, showing the amounts owing for the current month and for periods

over 30, 60, and 90 days.

The cards, both debit and credit, for the month just ended are next tabulated to prepare a history of customer's account, a separate sheet for each customer.

If a separate credit card is employed, the cash book and deposit slip may also be tabulated records, prepared simultaneously by means of an overlapping flyleaf form and carbon paper. This provides an automatic balance of accounts receivable with the general accounting records.

The accounts-receivable records may be combined with those for billing. The billing procedure is described on a following page.

DUPLICATE STATEMENT

JONAS & SMITH
BRIDGEPORT, CONN.

NAME W. S. Allen

ADDRESS 412 26th St. No. 13

DATE March 1 1931

CODE
1 INVOICE
2 CASH RECEIPT
3 DEBIT MEMO
4 CREDIT MEMO

CREDIT LIMIT	CUSTOMER NUMBER	DATE			INVOICE OR REFERENCE NO.	CODE	DEBIT AMOUNT	CREDIT AMOUNT	BALANCE
		MONTH	DAY	YEAR					
2000	13								
	13	11	06	30	1273	1	20000		
	13	11	14	30	1084	4		6800	

DETAIL AGED TRIAL BALANCE

MONTH OF July 1931

NAME OF CUSTOMER	PLANT DIV.	PLANT NO.	DATE		REFER. INVOICE NO.	KIND OF ENTRY	90 DAYS AND OLDER	60 DAYS	30 DAYS	CURRENT	BALANCE
			MO.	DAY							
Abendroth Box Co., 20 428 Pine St., Philadelphia, Pa.	10	51	4	08	33310		4250				
			10	51	420	67110	1572				
			10	51	516	27310		3654			
			10	51	608	33410			3500		
			10	51	622	103410			4590		
			10	51	716	57510				3690	

CASH RECEIVED					DEPOSITED FOR ACCOUNT OF JONAS & SMITH		
					DATE <u>February 16</u>		
ACCOUNT NUMBER	DAY	CREDIT AMOUNT	DISCOUNT	BANK NO.	NET AMOUNT		
13	2 15	108660		307	108660		
96	2 15	70650		307	63585		
101	2 15	231500	7065	307	231500		
124	2 15	117890		307	117890		
187	2 15	83610	8361	307	75249		
203	2 15	197655		307	197655		
243	2 15	67990		307	67990		
266	2 15	187560		307	187560		
344	2 15	40675		307	40675		
378	2 15	131170	13117	307	118053		
423	2 15	40180		307	36162		
436	2 15	197675	19768	307	177907		
466	2 15	224780		307	224780		
468	2 15	35050	3505	307	31545		
487	2 15	63455		307	63455		
505	2 15	85600		307	85600		
511	2 15	75775		307	75775		

Budgetary Control

The extensive adoption of budgetary control is one of the most important recent developments in management. Budgeting is a subject of keen interest among business leaders everywhere, either because they are operating under a budget or because they feel the need of doing so.

The successful budget requires that, first, estimated income and costs, and second, variance of actual from standard be broken down by item or classification, and that this variance be known promptly at the close of the period. These requirements formerly constituted the chief impediments in the operation of the budget, from the viewpoints both of clerical cost and of time. With the use of International Electric Bookkeeping and Accounting Machines, however, budgeting becomes a thoroughly practicable undertaking, and a valuable means of current control and of future planning.

tail cards and a tabulation is prepared showing actual amount, budget amount, and the amount over or under the budget. No manual computation is necessary, the subtraction for variances being accomplished automatically.

Accumulated amounts for the period to date—actual budget and variance—are also computed automatically. The total amounts for the first month of the period are punched in new cards by the Automatic Summary Punch at the time the budget report is tabulated. These total cards are included for tabulation with the succeeding month's budget and detail cards. In this way the accumulated amounts for the period to date are automatically carried forward each month.

In addition to preparing the periodic budget reports, the detail cards are used to make a

EXPENSE SUMMARY																														
DATE			CLASSIFICATION	EXPENSES YEAR TO DATE	EXPENSES FOR MONTH	BUDGET		BUDGET BALANCE + OR -	CLASS																					
MO.	DAY	YR.				MONTH	YEAR TO DATE																							
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9

LICENSED FOR USE UNDER PATENT 1,772,482

Detail cards are punched daily for each item of sales, material, labor, and expense. These are first used in their respective current accounting procedures. After they have served this purpose they are sorted and tabulated by budget classification.

Budget cards are punched monthly, showing department, item or classification, and the budget amount. These are combined with the de-

variety of analyses upon which the forecasts for a new budget period are based. Such information as sales by territory, salesman, trade class, customer, and other data suitable for making exhaustive sales and market analyses is available from the sales detail cards. Similarly the production, material, labor, and expense cards contain any information which is pertinent to a thorough analysis of these records.

With the last day's detail cards, all punching for the month is complete, and the budget report is ready to be tabulated, the total or balance-forward cards and the budget cards being already available. The printed reports as they

issue from the machine are complete in detail, accurate against controls, and ready for the attention of executives while their contents are still news of the current status and when effective remedial measures may be taken.

SALES AND EXPENSE BUDGET REPORT										
MONTH OF <u>May</u> 193 <u>3</u>										
DEPT.	ACTUAL SALES			SALES BUDGET			SALES EXPENSE			
							ACTUAL AMOUNT		OVER BUDGET	
1	94007	50	90000	00	9123	47	623	47		
2	66431	10	70000	00	7210	41			789	99
3	84721	40	84000	00	8764	31	1264	31		
4	20432	00	25000	00	3284	10			758	49
5	9321	50	9000	00	976	05				7500
6	10946	25	15000	00	1543	12			120	52

BRANCH MONTHLY EXPENSE STATEMENT											
BRANCH <u>Philadelphia</u> MONTH OF <u>May</u> 193 <u>3</u>											
	Account Number	BRANCH	CURRENT MONTH				YEAR TO DATE				
			Budget	Expense	% of Net Sales	Variance	Budget	Expense	% of Net Sales	Variance	
DIRECT EXPENSE											
Advertising	301	301	4	563	414		149-	6756	13585		6829
Commissions	303	303	4	30	796		766	360	1118		758
Management Salaries	305	305	4	450	450			5400	5400		
Management Traveling	307	307	4	250	331		81	3000	4136		1136
Salesmen's Salaries	309	309	4	1800	1561		239-	21600	23853		2253
Salesmen's Traveling	311	311	4								
TOTAL DIRECT	312	312	4	3093	3552		459	37116	48092		10976
INDIRECT EXPENSE											
Auto Expense	314	314	4								
		315	4	125	125			1500	1525		25

MANUFACTURING BUDGET REPORT									
MONTH OF <u>March</u> 193 <u>3</u>									
DEPARTMENT	ACCOUNT	BUDGET	ACTUAL TO DATE	ACTUAL THIS PERIOD	VARIANCE TO DATE	TOTAL ACTUAL TO DATE			
4	01 01	25000	25000	8334					
4	01 05	8500	8000	2500	500-				
4	01 12	11000	9500	3500	1500-				
4	01 16	9500	17500	10000	8000				
4	01 17	3000	1500	1000	1500-				
4	01 24	1000	200	200	800-				
4	01 32	2500	6000	3500	3500				
4	01 33		560	560	560				
4	01 34	22500	21610	7300	890-				
4	01 35	8000	7500	2550	500-				
4	01 37	1000	800	300	200-				

might be represented by three cards, those for 100, 40 and 2 respectively. The prepunching is performed automatically.

As orders are received, prepunched cards for each item are removed from the reservoir file to make up the quantity specified. If prices change so frequently that the prepunching of price and extension is not practicable, the price is written on the order and punched in the card. From the punched quantity and price, the computation and punching of the extension are performed automatically.

If the product is received and issued in standard units, the reservoir file may become a stock

file containing a prepunched card for each unit in stock. Receipts are recorded by the insertion of additional cards in the file, disbursements by the removal of cards. The cards removed are used to print customers' invoices. Under this unit-control plan the prepunched file represents current stock at all times, and may be tabulated for periodic stock reports.

Under all the above methods the detail billing cards, or summary cards prepared from them, may be used currently in the accounts-receivable and inventory procedures. The same cards are finally available for preparing various statistical analyses pertaining to shipments.

CHAIN STORE INVOICE						OFFICE BILLING RECORD			
STORE NO.	MONTH and DAY	STORE LOCATION	STREET AND NUMBER	INVOICE NO.		STORE NO.	MONTH and DAY	INVOICE NO.	
856	3 16	1	SELECTION LINE	2134		856	3 16	2134	
118	1 24	No 2	CORN AVQN	.12	2.88	118	1 24	2.88	2.00
122	1 24	No 1	PEACH SLCD	.10	2.40	122	1 24	2.40	1.98
131	1 12		CANVAS GL	.10	1.20	131	1 12	1.20	.80
133	1 12	8 02	CHERRIES	.08	.96	133	1 12	.96	.78
137	1 24	3	TOMATOES AVQN	.15	3.60	137	1 24	3.60	2.40
141	1 12	8 02	PINE APPLE	.08	.96	141	1 12	.96	.76
143	1 12	8 02	RASP BERRIES	.10	1.20	143	1 12	1.20	.96
154	1 12	WB	BEANS HEINZ	.15	1.80	154	1 12	1.80	1.23
167	1 24	No 2	BEAN STRNC STAND	.22	5.28	167	1 24	5.28	3.88

THE NATIONAL MANUFACTURING CO.

CUSTOMER'S ORDER No. & DATE 2105 4-21
 REQUISITION No.
 CONTRACT No.

702 BROADWAY
 NEW YORK, N. Y.

REFER TO INVOICE No. 21156
 INVOICE DATE 4-28
 VENDOR'S Nos.

SOLD TO

GEORGE L HENDERSON CO
 50 FRONT ST
 TORONTO ONT

SHIPPED TO AND DESTINATION
 DATE SHIPPED
 CAR INITIALS AND No.
 HOW SHIPPED AND ROUTE **Express**
 TERMS: NET CASH 30 DAYS

QUANTITY	DESCRIPTION	PRICE	AMOUNT
40	NATIONAL NO 17 TIRE GAUGES	72	2880
100	REPLACEMENT HUB CAPS	35	3500
20	ALUMINUM PISTONS NO 58	200	4000
5	EXCELLO ROLLER BEARINGS	75	375
50	SPECIAL SPARK PLUGS	100	5000
30	PARKING HEAD LIGHTS	150	4500
50	STOP LIGHT ASSEMBLIES	200	10000
100	WINDSHIELD WIPERS	180	18000

COLLECTION RECORD
INTERNATIONAL PUBLIC SERVICE CORP.
70 BROADWAY, NEW YORK, N. Y.

DATE	AMOUNT	DEPOSIT	SERVICE TO	GROSS AMOUNT	DESC
5 29			OCT 2	3.96	GS
			SEP 1	3.52	AR
5 29	3	5.00	OCT 2	1.92	EL
				.06	TX
			OCT	5.00	WD
DEFERRED					
MONTHLY BALANCE					
5	25.00				

\$14.46

INTERNATIONAL PUBLIC SERVICE CORP.
70 BROADWAY, NEW YORK, N. Y.

METER READINGS		PERIOD		GROSS AMOUNT		NET AMOUNT		DESCRIPTION OF CHARGE	
PREVIOUS	CURRENT	FROM	TO						
1098	1062	SEP 1	1 OCT 12	3.96		3.96		GAS	
		AUG 1	1 SEP 11	3.52		3.52		GS ARS	
2466	2442	SEP 1	1 OCT 12	1.92		1.92		ELEC	
				.06		.06		W.S. TAX	
				5.00		5.00		W'D'SE	

\$14.46 \$13.81
DUE IF PAID AFTER DUE IF PAID BEFORE

TELEPHONE
BARCLAY 7-5610

CASHIER'S COUPON
INTERNATIONAL PUBLIC SERVICE CORP.
70 BROADWAY, NEW YORK, N. Y.

CUSTOMER NUMBER	DESC	GROSS AMOUNT	NET AMOUNT
205	GS	3.96	3.96
	AR	3.52	3.52
	EL	1.92	1.60
	TX	.06	.05
	WD	5.00	5.00

\$14.46 \$13.81

TO: Wm. H. Campbell
314 East 64th Street
Apt 5-H New York City 125 - 050800
REAL ESTATE MANAGEMENT CO.
70 BROADWAY
NEW YORK, N. Y.

REAL ESTATE MANAGEMENT CO.
70 BROADWAY
NEW YORK, N. Y.
CASHIER'S RECORD

FROM		ITEM	TO		ARREARS	CURRENT	TOTAL	CODE			AMOUNT
MONTH	DAY		MO.	DAY				HOUSE	SPACE	ITEM	
5	01	RENT			12500			125	508001		12500
3	25	ELECT	4	27	874			125	508002		874
3	25	TAX	4	27	17			125	508003		17
3	27	GAS	4	30	180			125	508005		180
4	18	REPAIR			2850			125	508008		2850
6	01	RENT				12500		125	508001		12500
4	28	ELECT	5	26	819			125	508002		819
4	28	TAX	5	26	16			125	508003		16
5	16	REPAIR				565		125	508008		565
4	30	GAS	5	28		100		125	508005		100
							30421				30421